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Human Resource Modernization and
Compensation Task Force

*File of
New Camp
System*

RESULTS OF THE HRM&CTF MEETING WITH THE EXCOM

On 16 November 1987, the Executive Committee (EXCOM) met with the Human Resource Modernization and Compensation Task Force (Task Force) to discuss the Task Force's revised proposal--the plan outlined for you in Task Force Publication No. 9, dated 26 October 1987. At this meeting, the EXCOM charged the Task Force to develop an implementation plan, that is, to proceed with the detailed staff work in each of the five areas outlined below, then return for approval on each specific area.

I. AWARDS AND PAY SCALE

In order to provide greater flexibility to managers to reward their subordinates, to increase the number and amount of awards, and to get awards to employees more quickly, the Task Force will design procedures to:

° Streamline and Increase Funds for Awards Programs

Headquarters Notice dated 13 November 1987, "Changes to the Cash Awards Program," takes us part way toward our goal of streamlining procedures for cash awards by increasing the amounts that Deputy Directors, Office Directors, and DO Division Chiefs can award. The Task Force will develop a proposal which further increases management flexibility in giving both cash awards and permanent salary increases (currently, Quality Step Increases). The Task Force also will propose that we increase the awards pool for permanent step increases and cash awards. The Agency spent percent of its salary budget on these types of awards last year. There is precedent at other government agencies for a pool of 1 to 1.5 percent.

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- ° Modify the GS Step Structure

The Task Force will design a modified General Schedule (GS) step structure to accommodate the expanded use of permanent salary increases. The number of steps in each GS grade could be increased from the current 10 to 15, thus increasing the pay range of each GS grade from 30 percent to 45 percent. The EXCOM asked that the Task Force develop a sample proposal for these new steps but suggested that the Agency move to implement it only if additional steps become necessary to relieve overpopulation at the step 10 level so that managers can continue to reward deserving employees with permanent salary increases.

II. FLEXIBLE BENEFITS

In order to offer our employees a benefits package more like that available in the private sector, permit them to tailor benefits to their particular needs, and take maximum advantage of existing tax laws, the Task Force will develop a detailed plan to:

- ° Implement a Flexible Benefits Program

An interim step which is within existing authorities and budget and can provide employees some immediate benefits is to allow use of pretax dollars to pay the employees' share of government-provided health premiums. The longer-term effort will be implementation of a comprehensive flexible benefits program. Considerable design work is needed to build in the features our employees desire and to cost them. Furthermore, since we would be the first Federal agency to consider such a plan, legislative action will probably be required. The Task Force will begin the detailed design of such a comprehensive plan now, starting with a benefits survey which every employee will receive soon.

- ° Explore Other Benefits

There was wide support for a number of other benefit-related features in the Task Force Preliminary Report. All involve additional funding and most would require legislation. In the current fiscal environment, proposals for these benefits must be carefully formulated to have any chance of approval. Congress has mandated a study of the personnel issues of the entire Intelligence Community by the National Academy of Public Administration (NAPA), and the Task Force will explore such other benefits with NAPA.

III. CAREER DEVELOPMENT

In order to better support the career development of our employees, the Task Force will develop a proposal to expand the use of separate manager-expert tracks within the Agency, and develop occupation-specific training programs, occupation-specific career handbooks, individual career development plans and performance planning and evaluation tools for experimental use within selected occupations.

IV. MANAGEMENT FLEXIBILITY

In order to increase the flexibility of our managers to run their organizations and to reduce the diversion of manpower to support the position classification process, the Task Force will develop a detailed plan to decentralize position classification. The Office of Personnel (OP) would no longer review jobs that are below the journeyman (full performance) level. Rather, OP would work with managers to examine and classify jobs at the journeyman and senior/manager levels for each occupation, after which managers would be free to restructure the positions in their components, using these standards. Initially any restructuring would be constrained by the ceiling and average grade of the component, but over the next year or so, new tools would be developed to maximize the flexibility of managers to restructure their components based on their personal services budget rather than average grade constraints.

V. NON-GS PERSONNEL AND COMPENSATION SYSTEM

The Federal Government as a whole is looking at alternatives to the General Schedule (GS). In order to anticipate trends in the personnel management field in both the private and public sectors, the EXCOM directed the Task Force to work closely with NAPA in a continued effort to design a possible non-GS personnel and compensation system which best accommodates the Agency's unique requirements, taking into account employee reactions to the original Task Force proposal. In that way we can be ready with alternative systems for the Agency and the Intelligence Community, rather than have to adopt and then force-fit whatever government-wide system might evolve.

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✓ James H. Taylor
Executive Director